



**INFLUENCE OF STAFF MOTIVATION ON THE PERFORMANCE OF THIKA LEVEL 5 HOSPITAL IN KENYA**

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**ABSTRACT**

*The purpose of this paper was to establish influence of motivation on the performance of referral hospitals. The specific objectives of the study were to examine the relationship between job satisfaction and performance and reward system and performance among medical staff drawn from different cadres dealing with outpatients at the public wing of Thika Level 5 Hospital. The research design used for the study was descriptive. The target population was 228 employees; a sample size of 145 employees was chosen using simple random sampling. The sample size was divided into four strata consisting of Doctors, Nurses, Clinical officers and Support staff. Questionnaires were used to collect the required data for the study. Data analysis was done through descriptive statistics and inferential statistics where measures of central tendencies and dispersion which include frequency counts, means and percentages; and regression models. Data analysis was done using SPSS v.20. In Kenya, previous studies have pointed out the need for staff motivation as one of the key factors that affect the performance of organizations. Based on this understanding the study was conducted to establish the level of motivation of the health care staff and improve performance in referral hospitals. The findings showed that Job Satisfaction and Employee Reward Systems had a positive effects on the performance of employee in Thika Level 5 Hospital in the sense that that the average work rate per employee per week increased, the average success rate per employee per week increased, and the average number of patient's/customer complaints received per week decreased. The study recommended that human resource practitioners find creative ways of encouraging employee commitment, compensation, competence as it was seen that employee these improved performance. The study also recommended further research on other referral hospitals being run by both the national and county governments and the private sector.*

**Key Words:** Job Satisfaction, Reward Systems, Organization Performance

## INTRODUCTION

The Kenyan government provides health services through a network of over 4,700 health facilities countrywide, with the public-sector system accounting for about 51 percent of these establishments. The public health sector consists of the following levels of health services: national referral hospitals, provincial general hospitals, district hospitals, health centres, and dispensaries. Health services are integrated as one goes down the hierarchy of health structure from the national level to the provincial and district levels.

The five national referral hospitals in Kenya are Kenyatta National Hospital (KNH) in Nairobi, Moi Referral and Teaching Hospital in Eldoret, Oginga Odinga Referral Hospital in Kisumu, Kisii Referral Hospital and Mama Lucy Kibaki Referral hospital. KNH is the oldest hospital in Kenya, having been founded in 1901 as the Native Civil Hospital and later renamed King George VI in 1952. It is currently the largest national referral, teaching and research hospital. According to the Ministry of health report of 2012, KNH has a staff of about 6,000, 1,800 beds, an average annual outpatient attendance of 600,000 visits, average annual inpatient attendance of 89,000 patients.

According to Institute for Career Research (2007), motivated human resources are the most valuable assets of any health system. Once the health care workers are motivated, the work productivity increases resulting in an excellent outcome which is good patients' outcomes. In recent years, it has been increasingly recognized that improving the motivation of health personnel should be at the core of any sustainable solution to patient outcome. However, it is widely acknowledged that health systems are not producing the desired result of health intervention due to factors such as insufficient skilled and experienced health personnel, demotivated health personnel, lack of

management skills, poor working conditions and environment and inadequate remuneration.

Ministers of Health during fifty-second session of the WHO Regional Committee for Africa stated that insufficient health personnel, in terms of numbers and level of performance is one major constraint in achieving the Millennium Development Goals (MDGs) for reducing poverty and diseases (WHO, 2002). Some of the actions proposed to rectify this situation include improving motivation, retention, productivity and performance of health workers and mobilizing trained staff who are unemployed or working in other sectors to return to the area of health.

According to High-Level Forum (2004), African countries are trying to improve the function of the health care delivery systems to ensure that the populations they serve receive appropriate quality care. WHO (2000), shows that health care is labour intensive, making human resources one of the most valuable inputs in the health care delivery. The patient outcomes of the health organization depend on the knowledge, skills and motivation individuals. Therefore, it is important for the employers to motivate their employees to meet the desired outcomes. It is widely acknowledged that health workers who are motivated, facilitate the desired patient outcome.

There is evidence that, improving HCW motivation, and job satisfaction bring a positive effect on health workforce performance (Willis, 2008; Rahman, 2010). Studies in low and middle-income countries in Africa have identified some financial and non-financial system factors contributing to low motivation, dissatisfaction and non-retention of HCWs. They include the following; small financial rewards, limited opportunities for career development and continuing education, lack of job security, poor working conditions and heavy workloads, shortages of necessary supplies, and

inadequate supervision and support from management (Dielman, 2009). Yumkella (2010) also found out that low motivation and dissatisfaction have been linked to HCW absenteeism, high turnover, stress and decreased productivity.

Poor worker motivation is evident globally at different levels of development. The number of health professionals is related to the degree of development because of the tight resource constraints facing developing countries and supply constraints, often exacerbated by migration of skilled labour. It is upon this background that this study seeks to establish the determinants of employee motivation on performance in referral hospitals.

On the global scale, employee motivation is of great importance in the health sector so as to ensure staff retention as well as enhance the provision of quality services in that area. The employee retention rate can indicate how well an organization or institution maintains employee satisfaction. A key constraint to achieving the MDGs is the absence of a properly trained and motivated workforce (Griffin, 2012).

The shortage of health care workers worldwide is still a constraint to meeting global Millennium Development goals of health care for the WHO. In 2006, the World Health Organization estimated a global shortage of 4.3 million Health Care Workers, with the lowest provider-to-patient ratios in the poorest countries. Health worker motivation is critical for health system performance. While motivational factors are undoubtedly country specific, financial incentives, career development, and management issues are core elements. Nevertheless, financial incentives alone are not enough to motivate health workers (Schermerhorn, 2010).

The African continent is currently facing severe human resource crisis in the health sector. These severe human resource shortages have affected the

ability of many countries to initiate and sustain credible health services. Mathauer & Imhoff (2006) maintains that several reforms and policies have been developed to address health problems in the continent, little attention has been given to required human resources and their motivation. The quality of performance in health facilities to a large extent depends on available human resource mix and their motivation. The workforce which is one of the most significant inputs to any health system has a substantial impact on the performance of health facilities

In sub-Saharan Africa, lack of motivation in the hospitals has led to a shortage of Health Care Workers as result of the loss of trained Health Care Workers through emigration to other countries, a movement to the private sector, urban settings or entirely quitting the health care system in combination with a limited capacity to train new providers to meet long-standing deficits. These conditions have made Retention of Health Care Workers a core component of work to strengthen health systems and thus a loss of investment in training, expertise and which has disrupted the continuity of care available at a care and treatment sites. Sub-Saharan Africa has the lowest health worker to population ratio in the world, a situation that has recently worsened partially due to the migration of the few available workers to other countries. For example, the MoH report of 2012 shows that out of the 150 medical officers who were trained in three medical schools in Ghana, 50% left the country within the second year and 80% left by the fifth year. In Zimbabwe, more than Seventy percent of doctors trained within the country in the 1990s have migrated out of the country in search of better services. The health workforce in Tanzania declined by over 35% between the periods of 1994/1995 and 2005/2006 partially due to migration out of the country (Kireria & Ngowi, 2007).

According to research carried out by Odhiambo (2012) the Kenya health sector has made remarkable strides in the provision of health services. There is, however, a wide gap in the health services between the private and the health sector. There is a huge preference to the services from the private institutions. It is estimated that 47% of the health services in Kenya is provided by the private sector whereas the public sector owns 33% and the rest by charity and non-governmental organizations. These statistics are however a point of concern when compared to the number of health professionals leaving the health institutions that provides health services. In Kenya alone, US\$65,997 is spent educating a single medical doctor from primary school to university and for every doctor who emigrates; US\$517,931 returns in investment are lost. There is a lot of brain drain as a result of healthcare professionals migrating to seek greener pastures (Dessler, 2012).

In the recent past, hospitals in Kenya have frequently been hit by various challenges emanating from employees concerning their dissatisfaction with the key issues of reduced salary which has led to demonization. According to the PCK Annual Report of 2012, besides the salary issue, there are other challenges in the health sector including; poor working conditions, lack medical services, delayed salaries and unfair treatment amongst employees within the same organization where some receive better treatment and undeserved promotion. These problems have seen most of the hospital employee's march in the streets to demand better pay. Workers strikes are common in the public sector including the recent National Nurses Association of Kenya who issued a one-week strike notice to press for salary increments agreed to in 2010, as well as improved services in Kenya's public hospitals. Late August 2013, about 400 trainee doctors at Kenyatta National Hospital and Moi Teaching and Referral

Hospital down their tools to pressure the government for better benefits. After the government suspended the trainee doctors, the Kenya Medical Practitioners, Pharmacists, and Dentists Union also called for a nationwide strike to pressure the government to adhere to a pay deal signed in 2011 between the two parties (Ouma, 2013).

### **Statement of the Problem**

Kenya with a population of approximately 40 million people has struggled to build a health system that can effectively deliver quality health services to its population. The Kenyan public health sector has been facing severe challenges for a long time. However these challenges appear to have escalated with the formation of the county governments and especially due to the devolved health care system which was widely unpopular with most health workers (KMPPDU, 2014).

According to Kenya Medical Practitioners, Pharmacists and Dentists Union (2014), doctors and other medical practitioners have been resigning from the county hospitals at an alarming rate. In the recent past the country has probably experienced more doctor strikes than in any other period in its history. This situation therefore necessitates research on employee performance in relation to motivation of employees in the health sector in Kenya and in particular Thika Level 5 Hospital.

A study by Falsely (2008) found out that for every four nurses trained in Kenya, one applies to migrate to other foreign countries. (Baet and Bart, 2009) says out of 1300 nurses that graduate from college, 300-400 migrate abroad annually. Kenya is one of the 57 countries with an acute shortage of health care workers as it has only 4,500 physicians, compared to the USA which has 26 physicians per 1,000 people. Kenya's ratio stands at one doctor per 17000 patients against the WHO recommendation of 1 doctor per 1000 patients. The Ministry of



Health Report (2007) shows that few health professionals available are unequally distributed in public hospitals combined with the constant threats of strikes and go-slows a clear indication that there exists a problem in the public health sector in Kenya that requires modification to improve performance in referral hospitals.

In order to achieve organizational strategic goals, the human resource managers should endeavor to provide motivation mechanisms that can drive employees' potential to perform to optimum levels possible. Individuals have the potential, skills, and the required expertise to drive performance to a higher level, but needs to be triggered for this to be realized through motivation (Odhiambo, 2005).

Mathis and Jackson (2013) concluded from their research that frequent changes in work environment directly and indirectly influence the performance and productivity, organization need to have effective coping strategies in place to handle the after effects of performance. The performance of organization and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers in order to achieve their mission and vision is of paramount concern. Despite these, no research work has targeted to investigate influence of employee motivation in referral hospital performance Jibowo (2007).

### **Objectives of the Study**

The general objective was to examine how employee motivation influences the performance of Thika Level 5 Hospital. The specific objectives were:

- To examine how job satisfaction of employees influences the performance of Thika Level 5 Hospital.
- To determine how employee reward system and performance of Thika Level 5 Hospital.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Two –Factor Theory (Herzberg's 2002)**

A different approval has been presented by Herzberg with the two-factor theory. His approach is based on Maslow's hierarchy of needs, but he distinguished needs in hygiene factors and motivators or growth factors. He highlighted that when an institution hygiene factors do not exist, for example, salary, job security, working conditions, level and quality of supervision, company policy and administrative and interpersonal relations) employees are dissatisfied and if these factors exist this does not mean that employees are motivated or satisfied. This is because, based on his research the opposite of demotivation is motivation only semantically and not when it comes to an understanding the behavior of employees in their jobs (Scruggs & Mastropieri, 2006).

Herzberg's theory provides a strong link between motivation and performance of employees in referral hospitals. He presents that performance can come as an emanation of feelings like achievement, advancement, growth which are related to motivation. He emphasized the importance of job enrichment and he separated it from job enlargement which includes responsibility and involvement opportunities for advancement and a sense of achievement.

**Achievement:** This is the desire to accomplish something difficult for its own sake. People with a strong need for achievement frequently think of how to do the job better and how to accomplish something unusual or important McClelland (1962). Workers with a high need of achievement are interested in monetary rewards primarily as feedback about how well they are achieving (Stoner and Wankel, 1986).

**Recognition:** When an employee receives the acknowledgment, they deserve for a job well done, the satisfaction will increase. If the employees work is overlooked or criticized it will have the opposite effect.

**Job Description/The work itself:** This involves the employee's perception of whether the work is too involving or whether the work is too challenging, too easy, boring or exciting.

**Responsibility:** This involves the degree of freedom employees have in making their decision and implementing their ideas. The more liberty to take on that responsibility the more inclined the employee may be to work harder on the project and be more satisfied with the result.

**Advancement:** This refers to the expected or unexpected possibility of promotion. An example of negative improvement would be if an employee did not receive the expected promotion.

**The possibility of Growth:** This motivation factor includes the chance one might have for advancement within the institution. This could include the opportunity to learn a new skill. When the possibility/opportunity for growth is lacking or if the employee has reached the peak or glass ceiling, as it is sometimes referred to, this could set back the satisfaction the employee feels with their job and position.

The following are the hygiene factors, which work in the same way with positive or negative attributes. However, these factors can only have an effect on the dissatisfaction one feels.

**Institution Policy or Administration:** An employee's perception of whether the policies in place are right or wrong, fair or not, changes the level of dissatisfaction that employee will feel.

**Personal or Working Relationships:** This is those relationships one engages in with their supervisors, peers, and subordinates. How someone feels about

the interaction and discussions that take place within the work environment can also affect dissatisfaction.

**Working Conditions:** This includes the physical surroundings that one works within, such as the facilities or location.

**Salary:** This factor is relatively simple, the increase decrease or wage or salary effects the dissatisfaction within a company a great deal.

**Personal Life:** Although people try to separate the two, work and personal life, it is inevitable that one will affect the other.

**Feeling of Job Security** – This is a pretty significant factor. The sense of job security within a position or organization as a whole relates to the dissatisfaction as well.

Herzberg (2009) maintains that organizations in this case the Thika Level 5 Hospital should avoid placing great emphasis on fulfilling hygiene needs as this will result in employees relying too heavily on extrinsic rewards and may pose impediments to the long-term success of the organization. Instead, the management of the hospital should focus on designing more intrinsically challenging task, provide recognition and empower employees when a certain level of ability is demonstrated, which are the real motivators, when fulfilled, they contribute to a long-term positive effect on employees' job performance.

This theory suggests that if management is to provide positive motivation then attention must be given not only to work situational factors, but also to the motivating factors. When management provides employees with the motivators such as recognition, acceptance and responsibility, job satisfaction is obtained and motivation is high. If such factors are not right, job satisfaction and therefore motivation will be lacking (Richard, 2014). Intrinsic rewards are reflected in actions

believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. Extrinsic motivated behaviour includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them (Richard, 2014).

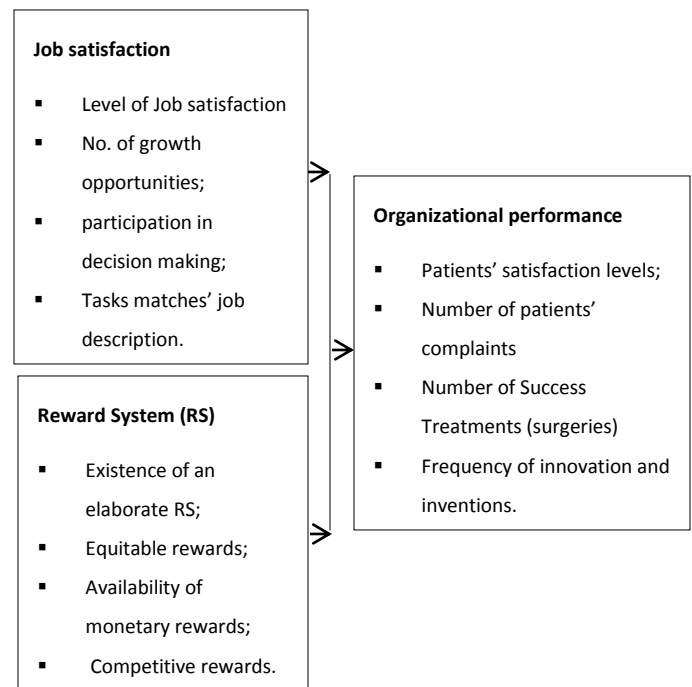
### Hierarchy of Needs Theory

Abraham Maslow developed the hierarchy of needs which suggests that individual needs exist in a hierarchy consisting of physiological needs, security needs, belongingness, esteem needs and self-actualization needs. Physiological needs are the most basic needs necessary for survival; security requirements include needs for safety in one's physical environment, stability and freedom from emotional distress. Belongingness needs relate to desires for friendship, love, and acceptance within a given community of individual. Esteem needs are those associated with obtaining the respect of one's self and others. Finally, self-actualization needs are those corresponding to the achievement of one's potential, the exciting and testing of one's creative capacities, and in general, becoming the best person one can be (Dessler, 2012).

Unsatisfied needs motivate behavior, and thus, lower level needs such as physiological and security needs must be met before upper-level needs such as belongingness, esteem and self-actualization can be motivational. According to the implications of the hierarchy, individuals must have their lower

level need met, for example, safe working conditions, fair pay to take care of one's self before they become motivated by increased job responsibilities, status, and challenging work assignments (Torrington, Hall, & Taylor, 2008). Maslow's theory influences all referral hospital employees regardless of their age, gender, qualification. Therefore Thika Level 5 Hospital should reward their workers well so that they are able to satisfy their needs for them to be able to perform well and hence lowering the rate of staff turnover in search of better rewards.

### Conceptual Framework



Independent variables

Dependent variable

**Fig.1: Conceptual Framework**

### Job Satisfaction and Performance

Job satisfaction is a multidimensional phenomenon that is influenced by many variables. The following factors have been identified to affect worker satisfaction: Demographic variables, education,



experience, ones' position in the hierarchy, nature and job characteristics like autonomy, tasks repetitiveness, salary; and Organizational environment factors. The importance of job satisfaction as an outcome of work environments is reflected in its association with turnover intentions. Job satisfaction is the most significant predictor of intentions to quit and employees who are very dissatisfied are sixty-five percent more likely to have plans to quit than those feeling satisfied (Campbell, 2006).

Job satisfaction is the pleasant and an active state that shows how much output meets or exceeds the expectations that one has from his/her job experience. It represents the most important attitudes, for example, the work itself, salary, promotion opportunities, supervision and the relationship between co-workers and responses other people show about it. The absence of job satisfaction can be the primary reason for the lack of appreciation, interest and organizational commitment. Dissatisfaction is the significant cause for employees to quit their jobs and they are more likely to be absent from work than satisfied employees. Job satisfaction to an extent can be linked with employee motivation because happy employees spend more time to understand the nature of their work. The employees who are satisfied with the job adapt both changes in circumstances either bad or good. As a result, those who enjoy their jobs are expected to have strong motivation and vice versa (Mathis & Jackson, 2013).

### **Salaries and Rewards Policy and Organizational Performance**

A reward system consists of many interrelated processes and activities which combine to ensure that reward management is carried out efficiently to the benefit of the organization and the people who work in that organization. Reward strategy sets out what the organization intends to do in the long

term to develop and implement reward policies, practices and processes will further the achievement of its business goals. Compensation is a fundamental element in the management of people. It encompasses everything received by an active individual in return for their work. Employees sometimes see rewards as an entitlement for their position in the company or as a reward for a job well done. The quality work life comes into the compensation structure through reward management. It is concerned with the formulation and implementation of strategies, policies, the purposes of which are to pay people fairly, equitably and consistently in agreement with their value to the organization to attain high performance from its employees (Oyawole, Akerele, & Dipeolu, 2015).

Kigunda (2007) argued that compensation may include direct cash payments or indirect payments in the form of employee benefits and incentives to motivate them to strive for higher levels of productivity; this is a critical component of the employment relationship. Compensation is affected by forces as diverse as labor market factors, collective bargaining, government legislation and top management philosophy regarding pay and benefits. An excellent compensation package is a good motivator, and hence, the primary responsibility of the human resource manager is to ensure that the company's employees are well paid. Other objectives of compensation include; the attraction of capable applicants; retention of the current employees so that they don't quit in search of "greener pastures." Motivating employees for better performance and rewarding desired behavior and ensure equity has resulted in increased performance. Compensation can also help to control cost, and facilitate easy understanding by all the employment department, for example, employees operating manager and human resource

personnel (Firdaus, Suryadi, Govindaraju, Samadhi, & Fuad, 2013).

Many factors determine the level of compensation; the capacity of an organization to pay; regular payment and the benefits in the industry. Compensation in the industry and availability of appropriate competent personnel and their flexibility, like the kind of competencies and abilities in managers, performance, productivity, and responsibilities of individual also affect compensation of organization philosophy such as being a leader or payment of the prevailing rates. The most important of all these are the qualifications and existence of relevant experience, the stability of employment and advancement opportunities. Compensation includes an exchange, counterbalance, an offset and making up for the work of the employees. It has different meaning among countries and sometimes can include payments for overtime (Situma, 2016).

There are several prerequisites to the efficient installation and operation of a payment system. It should be developed and introduced with the involvement of the workers concerned in a harmonious climate of industrial relations. Then followed by the work-study installation of incentive programs. Job evaluation should rationalize the wage structure before devising an incentive plan; The objective to be accomplished through incentives should be defined and accordingly, an attempt should be made to select a scheme, which is most suitable to accomplish them. The implantation of remuneration strategies for business organizations should adhere to their corporate governance structure and provide a framework for implementing the strategies, policies and procedures that have their roots in the statement of business principles. For instance, the way organizations do their business will positively motivate employees to do better in their work and

perform beyond standards and expectations that are expected of them in the diverse workforce as of the present (Bagram, Jaga, & Meyer, 2010).

A motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. He further suggested that for an individual to be motivated in a work situation, there must be a need, which the individual would have to perceive its possibility of satisfying through some reward. Better remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers' performance and thereby enhance the productivity of the team. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, the performance of employees in any organization is vital not only for the growth of the organization but also for the growth of individual employee (Firdaus, Suryadi, Govindaraju, Samadhi, & Fuad, 2013).

## **Empirical Review**

### **Job Satisfaction**

In light of his finding, Schermerhorn (2010), job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies in the literature reviews have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on the performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations. Dessler (2012) argues that there is a close relationship between motivation, job

satisfaction, and job performance. Job satisfaction impacts on the motivation of workers, while the level of motivation affects productivity and, thus, the performance of organizations.

Employees usually compare the task at hand with their expectation. Mathis & Jackson (2013), maintains that employees' level of job satisfaction can range from extreme joy to extreme dissatisfaction. Besides attitudinal effects towards their jobs as a whole, there are other aspects which also play a pivotal role to job satisfaction, such as the type of work they do, co-workers, supervisors or subordinates and remuneration.

### **Rewards System**

Dessler (2012) indicated that employee pay includes all compensation factors given to him against his work or the payment through many components like basic salary, benefits, bonuses, pay for doing extra work and incentives. Pay is therefore what an employee receives against his work after fulfilling his assigned duty. It includes all types of financial and non-financial rewards. Payment is one of the satisfying variables which if hindered reduces the dissatisfaction level of employees. If an employee is compensated according to his need, he will easily manage overload work if any emergency occurs. Firdaus, Suryadi, Govindaraju, Samadhi, & Fuad (2013) described that Herzberg's motivation-hygiene theory tells that salary is one of those hygiene factors which eliminate job dissatisfaction. Salary is a factor which leads employees from dissatisfaction to no dissatisfaction. Expectancy theory described that people make an effort because they want some rewards in term of money, promotion, and other benefits. People expect that if they work well in the workplace, then their performance will increase and automatically their pay will increase and they are likely to get promoted. It will, therefore, cause an increase in their job satisfaction level.

The performance will be well when the employees are paid, or the salary is in agreement with the accords. It is consistent with a recent study conducted by Noe (2007) that, the financial compensation is very influential on the performance of outsourcing. This effect is more common with lower-level employees and those who just joined than senior employees. However, in other studies, the results showed no positive effect of financial compensation on Organizational performance.

### **Organizational Performance**

Performance refers to the quality and quantity of individual or workgroup work achievement. Many studies have applied different ways to measure organizational performance. The performance of hospitals is usually benchmarked against the quality of services, control costs, increase revenues and cash collection, and improve patient and staff satisfaction. Nzinga, Mbaabu, & English (2013) highlights the possible significance of mid-level managers in achieving delivery of high-quality services in Kenyan public hospitals and strongly suggests that approaches to strengthen this level of management will be valuable.

### **RESEARCH METHODOLOGY**

Descriptive research was the process used to collect data to answer questions concerning the status of the subjects in the study. The target population comprised a total of 488 employees of Thika Level 5 Hospital from various cadres. The study population refers to the total collection of elements which one would like to study or make inferences. The population aspect, however, relates to the individual participant or object on which the measurement is taken. It is the unit of study. The target population should have some observable characteristics, to which the research intends to

generalize the results of the survey. The study unit for this project was a hospital. The study adopted quantitative analysis to achieve the objectives of the survey. Qualitative approaches to data analysis tended to focus on the descriptive or theoretical aspects of the transcript data.

## **DATA ANALYSIS AND PRESENTATION**

A total of 129 questionnaires administered to the total population were returned, which represented a response rate of 89% which is above the 60% response rate. Since the staff in hospitals worked in shifts, it was not possible to attain 100% response rate. From the questionnaires filled and returned it emerged that the majority (64.3%) of the respondents were aged between 20 – 30 years. Ages 31 – 38 comprised of 21.7%; while ages 39 – 46 and 47 and above each comprised of 7% respectively. From the findings, it was observed that the bulk of the workforce of Thika Level 5 Hospital is youthful. Respondents were asked to indicate their level of education either Certificate, Diploma, Degree, or Masters. It was found out that the majority (75) which was 58.1% were diploma holders, 27.9% (36) were degree holders and 8.5% (11) and 5.4% (7) had certificate and masters respectively. Clearly, the bulk of Thika Level 5 employees were skilled and 91.5% had an education level beyond the diploma level. These findings are consistent with Wakaba, et al., (2014) who shows that the bulk of the nursing workforce in Kiambu County are diploma holders. Respondents were asked to indicate the number of years one had worked. From the findings, it emerged that 48.8% which was the majority (63) of the respondents had worked for less than 3 years; 28.7% (37) had worked for 3 – 5 years; 10.9% (14) and 11.6% (15) had worked for 5 – 10 and over 10 years respectively. The findings were consistent with the age composition of the workforce of Thika Level 5 Hospital. It was expected that with the bulk of the

workforce being youthful, the number of years worked tend towards less than 3 years.

### **Descriptive statistics analysis and interpretation**

From the findings on Job Satisfaction the average level of Job Satisfaction among the respondents was 56%. Job Satisfaction had a standard deviation of 16% implying that the level of Job Satisfaction shifts between 39% and 72%. These findings were consistent with the findings of Singhal, Gadpayle, Sachdeva, & Padaria (2014) which shows that the Job satisfaction levels for the health personnel India was at sixty two percent.

From the findings on Reward Systems the average satisfaction level with the Reward Systems among the respondents was 51%. Reward Systems had a standard deviation of 17% implying that the satisfaction level with the Reward Systems shifted between 35% and 68%. These findings were consistent with the findings of Singhal, Gadpayle, Sachdeva, & Padaria (2014) which showed that the Reward Systems levels for the health personnel was at forty eight percent.

### **Discussion of the findings**

The research findings indicated that Job Satisfaction and Employee Reward Systems had varying effects on the performance of employees in Thika Level 5 Hospital. The findings showed that Job Satisfaction and Employee Reward Systems had a positive effect on the performance of employee in Thika Level 5 Hospital.

Many researchers agree that employee motivation is one of the most crucial elements for performance improvement. In light of the findings by Noe (2014), the positive outlook of the job gained through education and development generates feelings of loyalty in the employees who then perform well by serving the customers better. The current study supports the view that the significance of employee motivation to employee performance is not appreciated unless organizational leaders take steps

to integrate it into the organization culture. Nzinga, Mbaabu, & English (2013) highlights the possible significance of mid-level managers in achieving delivery of high-quality services in Kenyan public hospitals and strongly suggests that approaches to strengthen this level of management will be valuable.

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

The findings showed that, the mean score of Job Satisfaction was 2.78 (SD = 0.81). This shows that the average level of Job Satisfaction among the respondents is 56%. Job Satisfaction had a standard deviation of 16% implying that the level of Job Satisfaction shifted between 39% and 72%. Regression analysis showed that the co-efficient of Job Satisfaction was 0.018 indicating that when the percentage of employees experiencing Job Satisfaction increased by one percent, the employee performance rate increases by 0.018. The t-value and corresponding p-value indicates that the coefficient is statistically significantly different to 0 (zero), since  $p = 0.009$ .

The findings showed that, the mean score of Reward Systems was 2.57 (SD = 0.83). This showed that the average satisfaction level with the Reward Systems among the respondents was 51%. Reward Systems had a standard deviation of 17% implying that the satisfaction level with the Reward Systems shifted between 35% and 68%.; the regression analysis showed that The co-efficient of Rewards System was 0.042 indicating that when the percentage of employees satisfied by the Reward System increases by one percent, the employee performance rate increased by 0.042. The t-value and corresponding p-value indicated that the coefficient was statistically insignificant, since  $p = 0.381$

The findings shows that the work rate has a mean of 150.38 (SD = 102.17); success rate has a mean of 114.8450 (SD = 88.48); complaints rate has a Mean of 16.2016 (SD = 18.85); and innovation rate has a Mean of 6.5116 (SD = 8.34). The findings on performance shows that an average Thika Level 5 employee attends to 150 clients per week, out of which 114 (76%) are successful and 16 were unsuccessful. Also, in a given week, the employee tried something innovative about 6 times while engaging with his clients. Clearly, the Mean and the corresponding Standard Deviation figures reduced from the total work done, to the portion that is successful, and to the portion that was unsuccessful; and that rate of innovation was consistently inferior to the rate of success.

### **Conclusion**

From the study, the researcher concluded that the objectives of the study had been achieved as it emerged that Job Satisfaction had a significant positive effect on the performance of employee in Thika Level 5 Hospital in the sense that the average work rate per employee per week increased, the average success rate per employee per week increased, and the average number of patient's/customer complaints received per week decreased. Employee Reward Systems had a positive effect on the performance of employee in Thika Level 5 Hospital in the sense that the average work rate per employee per week increases, the average success rate per employee per week increased, and the average number of patient's/customer complaints received per week decreased.

### **Recommendations**

Based on the findings of this study the following recommendations were made to enhance the employee performance:



The study recommended that human resource practitioners find creative ways of encouraging employee commitment as it was seen that employee commitment improves performance.

The study recommended that organizational leaders ensure that the compensation package is timely and consistent. Timely and consistent pay do not only enhance job satisfaction, but also fosters a productive and innovative work environment.

### **Suggestions for Further Research**

This research contributed to the existing body of knowledge on Employee Performance

Management. While the findings of this research pointed out on how employee motivation affects employee performance, the research should be extended to other referral hospitals being run by both the national and county governments. The research was done only in Thika Level 5 Hospital; it should be extended to other hospitals, and performance measured through other quality indicators. The research should also be extended to cover privately managed hospitals in Kenya.

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